# North Carolina

# Criminal Justice Law Enforcement Automated Data Services (CJLEADS)

# Quarterly Report
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# North Carolina
# Office of the State Controller

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# I. Executive Summary

In 2008, the North Carolina General Assembly initiated the Criminal Justice Data Integration Program with the mandate to create a statewide crime analysis system designed to save time, save money, and save lives. Since the project's inception, the Office of State Controller (OSC) has managed CJLEADS and has worked with SAS as a vendor partner and in collaboration with criminal justice organizations in the State of North Carolina and Wake County, to develop and implement the Criminal Justice Law Enforcement Automated Data Services (CJLEADS) system.

Consistent with the Legislature's intent to serve criminal justice professionals and improve the safety of North Carolina's citizens, CJLEADS has two primary objectives:

1. To provide a comprehensive view of an offender through a single application, allowing for positive identification of an offender through a photographic image.

2. To provide an "offender watch" capability to alert criminal justice professionals when an offender has a change in status.

To date, 430 state, local and federal organizations have signed license and usage agreements and have been authorized to access CJLEADS. CJLEADS' Business Operations has trained 13,871 users throughout the State conducting over 1,100 training classes. Feedback from organizations using CJLEADs continues to be extremely positive.

CJLEADS deployed Release 4 in November 2011, adding North Carolina Wildlife Resources Commission hunting and fishing licenses and vessel registrations, redesigning the North Carolina Sex Offender Registry data in CJLEADS, and refining the definition of existing warning icons while adding two new icons, METH (for methamphetamine related activity) and ASLT (to allow less serious assault charges be separated from the current AWC – Approach with Caution icon). Development is underway for Release 5, scheduled for deployment in February 2012, and will add Advanced Search and Offender Merge capability as well as a series of new reports. Planning and prioritization is underway for Release 6 scheduled for June 2012.

While it is clear that the project has made significant inroads in integrating the State's criminal justice data, there is no doubt that significant work remains. Continuous refinement is needed to ensure that CJLEADS provides law enforcement and the courts with the most comprehensive and robust tool to keep North Carolina safe.

CJLEADS provides a breadth of information to criminal justice professionals today. As we work with the courts, corrections and law enforcement personnel throughout the state, however, we find that technology and activity associated with public safety, criminal investigations, and other law enforcement activities are constantly changing. In typical project management methodology, information technology systems complete the design and development lifecycle and move into the operations and maintenance phase where project

resources are focused primarily on day-to-day application support. The challenge with this approach is that systems can quickly begin to lose relevance and in a matter of just a few years can become obsolete. It is critical for the State to adopt a more dynamic project management approach for CJLEADS and allow the project to continue design and development activities in parallel with operations and maintenance. Key development efforts would focus on:

1. Critical data to be incorporated in the CJLEADS application:
   - Access to real-time statewide warrant information from the Administrative Office of the Courts
   - Access to federal Hot Files, as well as criminal history information through the DCI network at the Department of Justice and State Bureau of Investigation
   - Access to data to support Division of Motor Vehicles partial plate searches.

2. Critical application development to ensure CJLEADS is available on new and improving technology:
   - Development of a CJLEADS interface to allow users to capture images in the field and leverage the Division of Motor Vehicles facial recognition technology to quickly provide possible identities
   - Development of a CJLEADS mobile application version for use on smartphones and tablets.

To meet the on-going operations and maintenance requirements as well as to protect and enhance the State's investment in CJLEADS through continuous development and improvement, the OSC faces several challenges.

Access to federal data is a critical component for CJLEADS users. Data storage of key fields as well as real-time access to federal information is currently limited by the Federal Bureau of Investigation's Criminal Justice Information System (CJIS) Security Policy which defines access to federal information including the Hot Files (national wanted persons, stolen vehicles, and stolen weapons) and the criminal history record. The CJLEADS team met with the DOJ/SBI to discuss an interface through the current DCI network to provide access to federal information in CJLEADS. DOJ/SBI are reviewing technical requirements and policy implications necessary to allow CJLEADS users who are certified for access to DCI to initiate their queries through the CJLEADS application.

Funding to fully support CJLEADS operations and maintenance as well as continued development is critical to protecting the State's investment in CJLEADS and to ensuring the improved safety of North Carolina criminal justice professionals and citizens. In FY 2011-2012, CJLEADS funding was reduced from $9 million to $6,632,737. CJLEADS used unexpended one-time project funds of $1,073,000 to add critical data and functionality to the system in Release 3 and Release 4. CJLEADS funding must be restored to its original amount to ensure that the OSC can adequately support the current operations and ensure that additional data and capability are developed to meet the General Assembly's mission.

CJLEADS infrastructure and technical capabilities are imperative to maintaining a highly available, reliable and responsive system for the courts and law enforcement. When initially designed, the CJLEADS team, working with SAS, leveraged a leading edge database technology – AsterData – to achieve high performance at very low cost. AsterData was recently acquired by a larger database company. In consideration of the uncertain future of the AsterData product, along with challenges encountered in maintaining the AsterData database, CJLEADS is working with SAS to evaluate other database options. When AsterData was originally selected, the vendor agreed to convert the application, at no cost, to a new database technology should AsterData no longer be a viable option. The State will, however, be responsible for the costs of new database licenses and infrastructure which may result in the need for additional funding.

This report provides details on the accomplishments and future activities of the CJLEADS program.

# II. CJLEADS Statewide Deployment

### A. CJLEADS Deployment – Regional Law Enforcement

The plan for statewide deployment was divided into three separate phases to allow for a consistent, well-managed process for on-boarding and training of law enforcement organizations throughout the State.  For each phase of regional deployment OSC held local CJLEADS kick-off meetings and presented an overview of the history of CJLEADS, its mission, and a demonstration of the CJLEADS application along with an opportunity for participants to access the application for a "hands-on" experience.  OSC also shared information about regulatory policies and discussed the process to "on-board" agencies so their personnel could access the application. The on-boarding process requires that agencies in concert with the CJLEADS Business Operations Team perform the following:

- Execute the CJLEADS license and usage agreement, ensuring that the agency has reviewed and agreed to the Information Access Policy controlling CJLEADS information.
- Identify and designate CJLEADS contacts in their organizations.
- Complete user administration training and other essential activities necessary to provide their CJLEADS users with authorized security roles.
- Schedule CJLEADS end user training.

All statewide kick off meetings were completed in September, 2011 and the CJLEADS Business Operations Team continues to process agency license and usage agreements and guide organizations through the on-boarding process.  Training is currently underway in all areas of the State.  For a map of the statewide deployment regions, please see Appendix B.

**Current Deployment Statistics**

As of December 15, 2011, statistics for the CJLEADS statewide deployment to regional law enforcement organizations include:

- 418 law enforcement organizations have worked with the CJLEADS business operations team to gain access to the application.
  - 19 Wake County agencies
  - 123 of the 153 Phase I upper and lower Piedmont agencies
  - 150 of the 183 Phase II southwestern and southeastern agencies
  - 113 of the 140 Phase III northwestern and northeastern agencies
  - 13 federal agencies in North Carolina (FBI, U.S. Secret Services, U.S. Marshalls, etc.)
- To date, over 13,871 end users have been trained in over 1,100 CJLEADS classes, including classroom and web-based classes as well as night classes to accommodate shift schedules.
- The CJLEADS Train-the-Trainer Program certified 57 trainers who are now conducting training classes for their organizations.  To date, these certified CJLEADS trainers have conducted 315 classes.

- CJLEADS trainers have traveled over 41,862 miles throughout the State to provide regional training for law enforcement and courts personnel.

## B. CJLEADS Deployment – Statewide Organizations

CJLEADS Business Operations continued deployment to State agencies with personnel resources located throughout the State. State agency deployment statistics as of December 15, 2001 include:

- Twelve State agencies signed license and usage agreements for CJLEADS.
- Classes for judicial personnel have been offered throughout the State at judicial training locations, judicial conferences, and via web-based classes. The CJLEADS Business Operations team has trained over 1,495 AOC court personnel including judges, prosecutors, clerks and magistrates.
- The Department of Correction is using the Train-the-Trainer Program to deploy CJLEADS to probation/parole officers and prison intake officers. To date, a total of 1575 corrections personnel have been trained.
- The State Highway Patrol also has chosen to utilize the Train-the-Trainer Program. Two SHP trainers have been certified to teach CJLEADS classes, and 456 patrol officers have been trained by OSC and SHP trainers.

## C. CJLEADS Usage

The number of CJLEADS users accessing the application continues to increase as deployment and training activities expand throughout the State. A comparison of usage statistics for the periods of April through June against August through September indicates that:

- The weekly average number of CJLEADS users grew by 34% from 3,692 to 4,943 as deployment spread through the Phase II and Phase III counties.
- The average number of offender and DMV records accessed per user per week has remained steady in the last quarter.
- Since CJLEADS was initially deployed in June, 2010, criminal justice professionals have conducted over 3.2 million searches and accessed nearly 2.7 million offender and DMV records.

OSC continues to receive feedback from CJLEADS users who share the value and benefit of CJLEADS as well as offering suggestions for system refinement and enhancements. For a review of the feedback from a survey sent to Phase I organizations, please see Appendix C.

# III. Application Development Activities - CJLEADS Release 4

The CJLEADS Project team continues to work with end users, data source agencies, and SAS to incorporate data and enhance functionality deemed critical to meeting the mission of providing a reliable, complete, and simple-to-use application to serve law enforcement and the courts and thereby improve the safety of our State, its communities, and citizens.

Release 4 was deployed in November, 2011. CJLEADS Release 4 added the following data and functionality:

1. **North Carolina Wildlife Resource Commission (NCWRC) license and vessel registrations** – NCWRC personnel have completed new web service functionality to enable CJLEADS to access license and vessel registration information. CJLEADS incorporated this new interface in the application and worked with NCWRC staff to test the interface for release to the end users.

2. **Sex Offender Registry Redesign** – the North Carolina Sex Offender Registry (SOR) information was integrated into CJLEADS in Release 2. In collaboration with the North Carolina Department of Justice, the CJLEADS team has worked with SAS to redesign the SOR screens to display sex offender registry information in a more user-friendly format.

3. **Warning Icon Update –** the CJLEADS warning icons provide immediate, critical information to law enforcement and courts personnel on the Search Results windows. The AWC (Approach with Caution) icon was refined so that it displays only for offenders with a history of assault on government officials and/or law enforcement officers, or more serious assault charges such as murder. A history of lesser assault charges will now be represented with a separate icon, ASLT. A new icon was also added for the more serious methamphetamine drug charge and will display as METH while other drug charges will continue to be represented with the DRG icon.

4. **Advanced Search –** new foundation components to enhance the search feature to allow law enforcement to search for "unknown" persons using physical characteristics, geographic locations, charge types and categories, warning icons and other criteria were also added. These new enhanced search features will be tested during the next few months by a small subset of users for verification and validation in preparation for access by all users after Release 5.

# IV. CJLEADS Application Design and Development

Consistent with the original legislative mandate to provide a comprehensive profile of an offender, development will continue to incorporate additional sources of critical criminal justice information in CJLEADS.

<u>**Release V – February, 2012**</u>

The following future functionality has been established for Release 5:

1. **Advanced Search Capability –** full implementation of the enhanced search feature will allow law enforcement to search for "unknown" persons using physical characteristics, geographic locations, charge types and categories, warning icons and other criteria. CJLEADS users have requested the ability to use the statewide repository of information available in CJLEADS for research and investigation prior to national and regional events held in North Carolina. In advance of events, such as the national political convention scheduled in Charlotte in 2012, law enforcement conducts extensive research and investigations to prepare security briefings for state, local and federal law enforcement officers engaged in the security efforts. Similar efforts take place when U.S. or certain State government officials participate in regional conferences or public appearances. Law enforcement will leverage the Advanced Search capability to identify additional areas of reporting and investigative inquiry capabilities for these events.

2. **Offender Merge Capability** – incomplete or limited identifying information often prevents the ability to merge all records for an offender together into a single cluster of information. A search result, therefore, may show several clusters for the same individual. As the criminal justice professional reviews multiple clusters of information about a person, the ability to combine clusters to view all the information together as a single profile will enable an officer to make refined decisions about persons of interest.

3. **Additional Report Capability –** new DWI reports to provide court officials with an aging report of pending DWI cases as well as a report of offenders' count of previous DWI convictions and pending cases across the State. In addition, outstanding process reports will include a report of deceased offenders with outstanding processes, allowing court officials and law officers to clear unnecessary outstanding warrants and orders for arrest, as well as a report of incarcerated offenders or those with pending court dates who have outstanding processes, allowing law officers to locate and serve offenders efficiently.

<u>**Future Functionality**</u>
The following areas are being reviewed for future releases of the CJLEADS application:

1. **NCAWARE**
   Law enforcement and the courts have indicated that real-time access to time-sensitive information in the on-line statewide warrant system is critical to CJLEADS. To provide this capability, CJLEADS must work with the AOC to develop a web service query that will allow users a search of outstanding processes in the statewide warrant system whenever a CJLEADS query is run. In addition, a link to allow users to quickly log on to NCAWARE would improve efficiencies for law enforcement. AOC has indicated that their current resource limitations will prohibit this development task unless funding is made available to support AOC resources.

2. **Federal Interface – Division of Criminal Information (DCI)**
   Both the courts and law enforcement have emphasized the critical need for a federal interface to allow users access to federal and other states' information via CJLEADS. There are a number of security and policy issues that must be addressed to allow CJLEADS to develop an interface to federal systems. The CJLEADS project team will require the collaboration and assistance of the State Bureau of Investigation, North Carolina's CJIS Security Agency, and the Department of Justice Information Technology Division to develop policies and protocols to allow access to federal and other states' information.

   CJLEADS and the Department of Justice have had preliminary discussions about incorporating a DCI interface in the CJLEADS application. DCI is planning to migrate to NCID as its user authentication method which would allow common login for both CJLEADS and DCI. DCI would tightly control access from the CJLEADS application by verifying the NCID user against the DCI certification database. Only DCI certified users would be allowed to submit inquiries to the DCI message switch for federal information. CJLEADS would audit all initiated searches, but DCI would audit and control the data transmitted back to CJLEADS users through the message switch. DCI will continue to require that all users needing this access be properly trained and certified for DCI use.

3. **Facial Recognition**
   The ability to positively identify a suspect, offender, or unknown person in the field is critical to law enforcement. The CJLEADS team, in collaboration with DMV, will analyze the ability to capture a photograph in the field and find potential matches for identification purposes by leveraging the existing DMV facial recognition technology.

4. **DMV Partial Plate**
   Currently the CJLEADS/DMV interface allows for vehicle searches using an exact license plate match or a partial Vehicle Identification Number (VIN). Partial plate searches must be manually processed by DMV staff using mainframe programming taking considerable time and staff resources to complete. Because witnesses often remember only parts of the license plate during a traffic or crime incident, law enforcement indicated that searching partial plates online would enhance the ability to respond to incidents more quickly.

5. **Mobile Application**
   The technology available to the courts and law enforcement is changing at a rapid pace. Many organizations are using or are planning to move toward the use of mobile devices such as smart phones and tablets to stay connected in the field. The Department of Justice has developed a NC Sex Offender Registry mobile application and Department of Corrections has developed a mobile probation and parole application. Law enforcement and the courts have indicated that access to CJLEADS via mobile devices will improve their ability to access critical information in a variety of locations and circumstances.

6. **CCBI Images and Data**
   CCBI captures photographic images for all individuals arrested in Wake County. CCBI images and identifying information will provide more complete Wake County jail information.

7. **Juvenile Case Records**
   Finalization of business requirements for the data, security and auditing is still pending. AOC has indicated that their current resource limitation does not permit this development task until such time as funding is made available to support AOC resources.

8. **Business Analytics**
   With the data integrated into CJLEADS, there exists great potential to mine the data for statistical analysis and reporting. Court and law enforcement personnel have suggested many opportunities to leverage the information in CJLEADS to improve efficiencies and effectiveness through the criminal justice community. The project team will work with business users to determine requirements for data analytics.

   The State project team continues development of these reports and each report will be deployed in system releases as they are completed.

   Examples of potential reports and business analysis include:

   1. Risk assessment for offenders based on historical data and statistical analysis.
   2. Offender relationships and connections with other offenders.

For a list of data and functionality suggested by criminal justice professionals throughout the State, please see Appendix F.


# V.  CJLEADS Challenges

The integration of data across multiple and often disparate applications brings with it many challenges. The following issues have been identified:

A. **Access to Federal Data**
   CJLEADS provides a comprehensive profile of an offender's North Carolina information. The courts and law enforcement, however, have expressed the need to access federal and other states criminal information in CJLEADS as well.

   Currently the only piece of federal information contained in CJLEADS is the Federal Bureau of Investigation identification number (FBI #). This identifier is provided to CJLEADS through various data source systems. During the initial pilot phase of the project, OSC, SAS, SBI and the FBI developed a Memorandum of Understanding outlining the security requirements associated with storing the FBI # for use in CJLEADS. Procedures included multiple layers of physical and virtual security for the

CJLEADs hardware and application, federal criminal background checks for all project personnel, and signed CJIS Security Addendum Certification and Non-disclosure Agreements.

Following the recommendation that the OSC continued to host and manage the CJLEADS application under the Statewide Data Integration initiative, the SBI informed the OSC that the FBI would require removal of the FBI # from the CJLEADS as the system was not transferring to a law enforcement organization.

With the elimination of the FBI number from CJLEADS, development of an interface to federal data is a critical component for CJLEADS users. Real-time access to federal information is currently limited by the Federal Bureau of Investigation's Criminal Justice Information System (CJIS) Security Policy which defines authorized access to federal information including the Hot Files (national wanted persons, stolen vehicles, and stolen weapons) and the criminal history record. The CJLEADS team met with the DOJ/SBI to discuss an interface through the current DCI network to provide access to federal information in CJLEADS. DOJ/SBI are reviewing technical requirements and policy implications necessary to allow CJLEADS users who are certified for access to DCI to initiate their queries through the CJLEADS application.

## B. Funding Availability

The original CJLEADS three-year cost estimates, including initial pilot startup costs in FY 2008-2009, were $27 million to support 30,000 criminal justice professionals statewide. To date, $17,647,587 has been spent. Including estimated FY 2011- 2012 costs of $7,705,737, the total cost of statewide deployment to 30,000 users is $25,353,324 -- or approximately 7% under budget. Estimates of operations and maintenance are approximately $8 million annually.

## Actual/Estimated Costs

| | FY 2008-2009 Actual | FY 2009-2010 Actual | FY 2010-2011 Actual | FY 2011-2012 Estimated Cost | FY 2012-2013 Estimated Cost | FY 2013-2014 Estimated Cost |
|---|---|---|---|---|---|---|
| **SAS Hosted Solution** | | | | | | |
| State Operations | $128,091 | $390,601 | $1,415,978 | $2,364,737 | $2,516,377 | $2,516,377 |
| Development/Hosting/Software | $2,000,000 | $7,252,426 | $6,460,491 | $5,378,000 | $5,480,000 | $5,500,000 |
| **Total** | **$2,128,091** | **$7,643,027** | **$7,876,469** | **$7,705,737** * | **$7,996,377** | **$8,016,377** |

* Adjusted budget based on funding reduction

For FY 2011-2012, the recurring continuation budget appropriation of $9 million was needed to fully fund the integration of critical sources of data and functionality, support 24x7 operations, and deploy CJLEADS statewide. However, due to the State's current economic conditions, the CJLEADS budget was reduced by approximately 26% ($2,367,263). The reduced funding resulted in the elimination of 4.5 FTEs, delayed

hiring and training of additional project support and technical staff positions until later this fiscal year, reduced development hours.  In addition to the budget appropriation of $6,632,737, CJLEADS used $1.07 million in one-time unexpended funds for a total budget of $7,705,737, to support the integration of critical data and functionality for the current fiscal year.

The following chart provides a summary of funding allocation to support the production implementation of the CJLEADS Wake County Pilot application.

## **Funding**

**FY 2011 - 2012**

|  | Appropriated/ Available | Committed/ Expended |
| --- | --- | --- |
| **CJLEADS Funds** | | |
| FY 2011-2012 Appropriation | $6,632,737 | |
| Unexpended CJLEADS/Data Integration Funds | $1,073,000 | |
| SAS Contractual Hosting/Development Services | | $3,378,000 |
| SAS Judicial Branch License | | $2,000,000 |
| State Operations Expenditures | | $2,327,737 |
| **CJLEADS Total** | **$7,705,737** | **$7,705,737** |

## **Expenditures FY 2011 - 2012**

**As of November 30, 2011**

|  | Estimated | Actual | Available Balance |
| --- | --- | --- | --- |
| **CJLEADS Funding** | | | |
| Recurring Funding | $6,632,737 | | |
| Non-recurring Funding | 1,073,000 | | |
| Miscellaneous Expenditures | | | |
|  | $7,705,737 | | |
| **CJLEADS Expenditures** | | | |
| Total Project FY 2011 - 2012 | | | |
| State Project Team Expenditures | $2,327,737 | $679,320 | |
| Hosting Contract Services | 1,330,000 | 1,330,000 | |
| Development/Support Contract Services | 2,048,000 | 921,600 | |
| SAS ELA Renewal | 2,000,000 | | |
| Miscellaneous Expenditures | | | |
| **CJLEADS Total** | **$ 7,705,737** | **$ 2,930,920** | **$4,774,817** |

The CJLEADS application, and the data integrated thus far, represents a solid foundation for the support of criminal justice agencies and their personnel, but a tremendous amount of work remains to fully meet the mission and objectives established by the North Carolina General Assembly.  Completing the integration of remaining sources of North Carolina information, adding an interface for federal information, fully leveraging the DMV interface capabilities and providing additional reporting is critical to serve law enforcement with a single robust and reliable source of information.

The reduced funding severely impacts the ability to design and develop additional data sources and critical technical functionality.  Restored funding of at least $1.4 million for a total recurring CJLEADS budget of approximately $8 million will be needed for continued hosting and support by the data integration vendor, on-going operations and to protect the State's investment in CJLEADS by minimally funding continuing enhancements to the application and upgrades to keep pace with evolving technology.

### Return on Investment
The value of the CJLEADS data and functionality to the courts and law enforcement is significantly greater than the development and operations and maintenance costs.  Return on investment is found as intangible benefits of improved efficiency, better informed decision making, and improved safety for law enforcement and the public.  The ability to access integrated statewide information in a single web-based application allows the courts and law enforcement to save valuable time researching information and focus their efforts on more important public safety specific job responsibilities.  These benefits do not provide monetary budget savings, but do permit criminal justice professionals to be safer, more effective and more efficient.

Intangible benefits for FY 2010-2011, based on actual usage of the application during the Wake County pilot and Phase I rollout, were approximately $4.3 million.  Leveraging the average usage statistics for FY 2010–2011, estimated annual benefits of CJLEADS are approximately $22 million.   For detailed analysis of the ROI, please see Appendix D.


## C. Database Evaluation

CJLEADS infrastructure and technical capabilities are imperative to maintaining a highly available, reliable and responsive system for the courts and law enforcement.  When initially designed, the CJLEADS team considered a number of database alternatives.  The team recognized the importance of rapid performance and responsiveness for the CJLEADS end users.  Database technology is an expensive component of overall technical infrastructure, both in terms of licensing and hardware and support costs.

The CJLEADS team, working with SAS, chose a leading edge database technology, AsterData, to achieve high performance at very low cost.  The risk of using this new leading edge technology was offset by the significant costs difference.  When AsterData was originally selected, the vendor agreed to convert the application, at no cost, to a new

database technology should AsterData fail to be a viable option. The State, however, would be responsible for the costs of new database licenses and hardware required to implement the new solution.

AsterData was recently acquired by a larger database company. In consideration of the uncertain future of the AsterData product, along with challenges encountered in maintaining the AsterData database, CJLEADS is working with SAS to evaluate other database options. When a new database solution is selected, the final costs will be evaluated with current funding and a request for expansion funding will be made to the leadership, if necessary, for their consideration.

### D. Mobile Access

A challenge to the deployment of CJLEADS is limited access to the internet when criminal justice professionals are in the field. Nearly all office facilities throughout the State have adequate communication bandwidth and internet capabilities to gain access to CJLEADS. The past approach to mobile access through the internet via the CJIN Mobile Data Network (with its limited bandwidth) will not support transmission of photographic images. The State Highway Patrol, probation and parole officers, smaller police organizations, and agencies located in rural areas have limited access to the internet using mobile computer equipment. Access to CJLEADS information and photographic images in the field is critical for the most effective use of the system and improved safety of law enforcement and the public.

The North Carolina State Highway Patrol (SHP), for example, has air cards available primarily for its Motor Carrier officers. Funding constraints have limited the ability to provide air cards for patrol troopers and line sergeants throughout the State. As a statewide law enforcement agency with statewide arrest powers, it is critical that the SHP's officers be able to access CJLEADS; doing so will protect them and the public during traffic incidents and investigations on North Carolina's roadways as well as when the officer is providing support to local law enforcement agencies either during the commission of a crime or the pursuit of an offender or escapee.

Additional thought must be given to improving mobile computing for criminal justice professionals throughout the State. Procurement of mobile computer equipment, air cards, and improvements to the CJIN Mobile Data Network may be necessary not only for access to CJLEADS, but also for access to other new web-based systems including NCAWARE.

The OSC will work closely with the SHP as well as other organizations to secure funding to provide mobile access through air card service as well as investigating the most cost-effective service options available to law enforcement in North Carolina.

### E. Infrastructure

With the budget reductions noted earlier in this report, there are several concerns related to Information Technology costs and services to support CJLEADS.

As the project team evaluates options for incorporating federal information into CJLEADS, the program will be required to implement more stringent security protocols, including two-factor authentication. Two-factor authentication involves "something the user knows" and "something the user has" in order to access the system. For example, the user knows his user id and then also provides an access code from a physical or virtual token to which only he has access. Using these two factors, the application provides a higher level of access security than simply using a user ID which may be compromised. Initial cost estimates for two factor authentication through the State's ITS enterprise services were extraordinarily high ($16M). As a consequence, the team is continuing to search for more cost effective alternatives.

Finally, CJLEADS is leveraging the State's standard identity management system, NCID. A number of agencies, including federal organizations and some local law enforcement agencies, do not readily meet the NCID user-type categories. While the CJLEADS team has worked with ITS to establish an interim solution for these groups, a long-term resolution for these sworn law enforcement organizations is required from ITS.

## F. JWISE
The integration of JWISE data remains a priority for CJLEADS. JWISE data will serve as an indicator for AOC and DJJDP authorized criminal justice professionals that juvenile court records are available. While significant work toward defining the business requirements for the inclusion of JWISE has been completed with AOC and DJJDP, the progress on JWISE data has been impacted as resource constraints at AOC prevent finalizing the business requirements and developing the data extract to provide data to CJLEADS.

## G. No Cost for Law Enforcement
The CJLEADS team has appreciated the opportunity to join with court personnel and law enforcement throughout the State in this legislatively mandated effort. During the kick-off meetings, conferences, training, and one-on-one meetings, local law enforcement has repeatedly expressed concern about limited local government budgets and increasing costs associated with ensuring public safety. The OSC agrees with the legislative directive that there should be no usage fees for law enforcement to access the CJLEADS application. CJLEADS provides valuable, much needed access to statewide data through a single, secure system. To ensure wide-spread adoption and usage of CJLEADS, OSC recommends that the General Assembly continue to fully fund and support the CJLEADS program for sworn law enforcement organizations with operational presence in North Carolina. In addition, OSC strongly recommends that there be no cost for the administration of NCID user accounts for non-state law enforcement organizations.

# VI.   Next Steps

Remaining FY 2011-12 activities include:

1. Statewide Deployment
   a. Training will continue at regional locations throughout the State.
   b. Deployment to statewide agencies including AOC agencies, SBI and SHP will be ongoing.

2. Release 5 – February, 2012
   a. Release 5 development items and testing in preparation for deployment will be completed.
   b. All user documentation and refresher training materials will be updated.

3. Release 6 – June, 2012
   a. Priorities will be reviewed and reevaluated and deliverables established for future releases of the application.
   b. Work effort and release schedule will be planned and distributed.

4. Vendor hosting and support will continue.

5. The Interagency Leadership Council will provide guidance and support for the CJLEADS application deployment.  The Council will address future governance structure and procedures to support the migration, operations and maintenance of CJLEADS in a production environment.

6. The State project team will document areas for continuous improvement and future enhancements for the CJLEADS application.

## *Appendix A: CJLEADS Program History*

In 2008, the General Assembly adopted section 6.15 in S.L. 2008-107, House Bill 2436, and created the Criminal Justice Data Integration Pilot Program. It was the General Assembly's intent in mandating the formation of this data integration project to create a statewide crime analysis system designed to save time, save money, and save lives.

Since the project's inception, the Office of State Controller (OSC) has managed CJLEADS, working closely with the Wake County Criminal Justice Advisory Committee, the Statewide Interagency Leadership Council, and partner agencies including the Administrative Office of the Courts, Department of Correction, Department of Crime Control and Public Safety, Department of Justice/State Bureau of Investigation, Department of Juvenile Justice and Delinquency Prevention, Division of Motor Vehicles, North Carolina Association of Chiefs of Police, North Carolina Sheriff's Association and the Wake County courts.

Subject matter expertise and guidance on industry best practices is being provided with the assistance of George Ake of the National Institute of Justice, Fletcher Clay, former Patrol Commander of the North Carolina State Highway Patrol, and Ike Avery, former Senior Deputy Attorney General with the North Carolina Department of Justice.

The General Assembly charged the OSC with the responsibility of developing and implementing a tool to serve law enforcement and the courts by integrating and providing up-to-date criminal information through a single, secure, web-based application. The State Controller selected SAS as a vendor partner and in collaboration with criminal justice organizations in the State of North Carolina and Wake County, developed and implemented the Wake County Data Integration Pilot Program now known as CJLEADS. Consistent with the Legislature's intent to serve criminal justice professionals and improve the safety of North Carolina's citizens, CJLEADS has two primary objectives:

3. To provide a comprehensive view of an offender through a single application, allowing for positive identification of an offender through a photographic image.

4. To provide an "offender watch" capability to alert criminal justice professionals when an offender has a change in status.

After consolidating over 42 million records associated with 13.6 million recorded offenders and successfully deploying the Wake County pilot, the OSC began a phased statewide deployment in January, 2011. With our primary focus to serve criminal justice professionals throughout North Carolina and improve the safety of our citizens, we have made every effort to facilitate rapid deployment and accelerate the schedule for each regional phase.

In mid-September, 2011, the CJLEADS project team completed kick-off meetings to all areas of the State, concluding Phase III of the project three months ahead of the previously reported schedule. In all, OSC conducted 53 kick-off meetings presenting information to over 1,200 criminal justice professionals throughout the State. Training opportunities are available statewide to law enforcement and court personnel.

CJLEADS, with its focus on innovation and its impact in improving the safety of North Carolina citizens and criminal justice professionals, received national recognition that resulted in the receipt of significant awards.  During 2011, CJLEADS received the following awards:
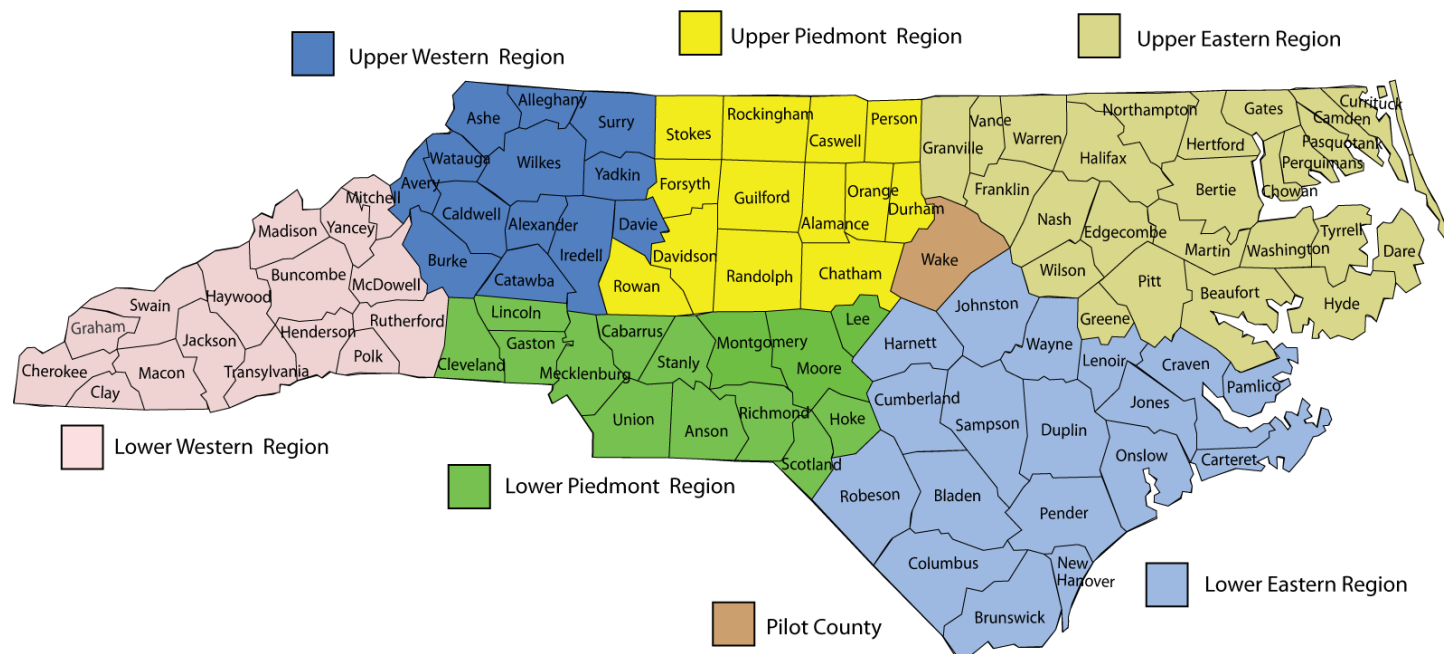
- 2011 Computerworld Honors Laureate
- 2011 SAS Enterprise Excellence Award (Government Sector)
- 2011 Council of State Government Innovations Award for the Southern Region
- 2011 *InformationWeek* Government Innovators Award

It is clear that the project has made significant inroads in integrating the State's criminal justice data.  While the recognition is evidence of third-party appreciation for the innovation and effort of the State and its employees, there is no doubt that significant work remains before the project can move from a development phase to maintenance.  CJLEADS will continue to train criminal justice professionals statewide as well as to develop essential interfaces required to provide an application which fully meets the expectations of the General Assembly, the needs of criminal justice professionals, and maximizes the investment to be derived from the utilization of the State's data.

*Appendix B: Statewide Deployment Map*



CJLEADS Regional Deployment

## *Appendix C: Phase I End User Survey*

In December, 2011, a user satisfaction survey was sent to approximately 3,500 Phase I CJLEADS users.  The greatest response was from the law enforcement community.   The following survey results are based on responses from 398 or 11% of the end users surveyed.

- 97% of respondents indicated that CJLEADS is reliable and available when they need it.
- CJLEADS is used for the following purposes:
  - 71% of respondents use CJLEADS "always" or "frequently" to correctly/positively identify person(s)
  - 74% of respondents use CJLEADS "always" or "frequently" to assist in investigations
- CJLEADS functionality received positive feedback:
  - 94% were "very satisfied" or "satisfied" with the system logon process
  - 99% were "very satisfied" or "satisfied" with the search capability
  - 94% were "very satisfied" or "satisfied" with the print capability
  - 98% were "very satisfied" or "satisfied" with the reporting capability
  - 99% were "very satisfied" or "satisfied" with the watch list and alert capability
  - 98% were "very satisfied" or "satisfied" with the overall ease of use
- CJLEADS data content received positive feedback:
  - 97% were "very satisfied" or "satisfied" with the completeness of offender information
  - 97% were "very satisfied" or "satisfied" with the quality of offender information
  - 97% were "very satisfied" or "satisfied" with the display of offender information
- The addition of new CJLEADS data interfaces was very well received:
  - 99% were "very satisfied" or "satisfied" with the addition of DMV information
  - 99% were "very satisfied" or "satisfied" with the addition of NC Sex Offender information
  - 99% were "very satisfied" or "satisfied" with the addition of Concealed Handgun Permit information
  - 99% were "very satisfied" or "satisfied" with the addition of NC Wildlife information
- 98% of respondents indicated that CJLEADS is a value to their agency.
- CJLEADS has improved agency efficiency:
  - 86% agreed that CJLEADS helps them receive offender information faster
  - 88% agreed that CJLEADS helps them use offender information more effectively
  - 89% agreed that CJLEADS helps them use offender information more efficiently

The areas where users would like to see improvement included:
- Application timeout for law enforcement continues to be an issue.  Currently, the system disables a session, for law enforcement, after 2 hours of inactivity.  86% of respondents were

"very satisfied" or "satisfied" with timeout feature, but law enforcement officers frequently request an extended timeout. The CJLEADS team has received a security standard waiver to extend the timeout to four hours and is working to the implementation of this extension.

- While data is complete and readily available, respondents indicate that closer to real-time data is important. CJLEADS is currently working with AOC to develop an approach to provide real-time information from the Statewide Warrant Repository to CJLEADS users.
- Respondents indicate that jail data is the least consistent or reliable. CJLEADS will continue to work with the North Carolina Sheriffs' Association and other state agencies to improve the jail data collection process.

A sample of the comments from respondents:

## How are you using CJLEADS?

*"Created a watch list for gang members involved with our gang outreach program."*

*"DMV pictures are very useful during investigations to identify subjects."*

*"It has aided in identifying suspects on multiple occasions. Best thing the state has done in my 30 plus years in law enforcement."*

*"I use it to obtain FBI numbers and SID numbers for Criminal Histories. This cuts down on the NCIC searching."*

*"I've used it in missing person investigation locating victims, witness, or reporting person. CJLEADS has been used to clear about 70 cold missing person cases and used in about 30 cold case sexual assault cases."*

*"The additional address history availability has produced new leads to follow up on."*

*"We are able to locate defendants throughout the state who are currently in custody and, we are able to keep unnecessary OFA's from being issue with this information."*

*"CJLEADS helps me complete my reports a lot faster. I can take what information the victim has given me, victim and suspect information and use CJLEADS to feel in the blank. I am on the scene and can run the person's information and know quickly who I am dealing with."*

*"I have used CJLEADS basically every day since I took the class. It has been great and I have made a few felony arrests based of the information I get including one a few weeks ago for PWISD heroin that for some reason was not listed in NCIC from our neighboring county."*

*"Has assisted in locating probation officers and has assisted in getting the help of probation on cases involving their offenders."*

*"Identifying a deceased person who had no picture ID on the scene. Verifying that a driver on a traffic stop was giving a false identity, later determining they had active warrants and had a suspended license. Regularly using the offender history portion to articulate the facts needed to develop probable cause to search vehicles when the driver has had many prior drug arrests."*

*"I use it when I run traffic and work interdiction on the highways. This helps me identify drivers who may have prior trafficking or drug charges."*

**Is CJLEADS a benefit to your agency?**

*"This should have been done a long time ago. Great Work!"*

*"It has quickly become a mainstay."*

*"With over 32 years of Law Enforcement experience I can honestly say that CJLEADS is one of the most useful tools ever provided to law Enforcement!!! Keep up the good work!!!"*

*"It has allowed us to put this information into our patrol vehicles where we otherwise would not be able to afford it."*

*"It's the best piece of investigative equipment we've ever had!"*

*"I love the "one-stop shopping" that CJLEADS brings to my investigations."*

*"Yes CJLEADS has been a great asset to our department we have made numerous arrests using the system."*

*"One of the best things we have implemented in our agency. Works very well for all divisions in our office. The DMV records work better than our DCI that our Communication Center uses. We have run tags and suspects a lot faster than they have. I love it."*

*"Can do in 5 minutes what used to take 3 hours when researching a suspect."*

**Should CJLEADS be expanded to provide more data or functionality?**

*"Would like to see some kind of a pawn type search, that way you would almost be an all in one search engine."*

*"Tax records, civil court documents, department of social service's records, custody hearings, birth/death records, DMV wreck reports, and other department records. Share/connect CJEADS to other state wide databases."*

*"Cannot use it to facilitate an arrest for OFA, as the information is not "current" and still requires NCAWARE or DCI to confirm same."*

*"Yes, CJLEADS should be expanded to the national level to access military and other information obtained in all states."*

*"I would like to be able to receive information on a national level (NCIC, DHS)."*

*"NC Employment Security Commission employer searches. Public Assistance Database searches - child support/welfare/etc."*

*"If we could add adjoining states such as Virginia, Tennessee, South Carolina, and Georgia would help with tracking offenders who travel from state to state."*

*"It would be nice to be able to run out of state driver's license, registrations, etc., info through NLETS also if there was a way to be able to see NCIC entries info such as stolen cars, 50-b, stolen articles, guns wanted persons, etc., and have it linked to DMV."*

*"TO BE LINKED TO NCAWARE AND DCI."*

*"Would love to see a photo lineup capability, with matching/similar physical characteristics. Maybe even a grouping hierarchy chart/graph capability."*

## Appendix D: Return on Investment Analysis

| ROI Source | Total Active Users (as of June 2011) | Actual Number of Records Accessed (FY 10-11) | Average Records Accessed per Week (Offender + DMV Jan- June 2011) | Average Annual Records Accessed per User (weekly avg * 50 wks) | Estimated Total Users (Full Deployment) | Estimated High Usage Users (30% of Active Users) | Annual Records Accessed (High Usage Users * Average Annual Records Accessed) | Research Time Saved per Record Accessed (minutes) | Hours Saved (FY 10-11) | Annual Hours Saved (Projected Years) | Hourly Rate | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Actual | | | Estimated | | | | | | | | | | | | | | |
| **Improved Efficiency and Automation** | | | | | | | | | | | | | | | | | | |
| **Judicial Staff** | | | | | | | | | | | | | | | | | | |
| Judicial | 82 | 3,168 | 11 | 550 | 300 | 90 | 49,500 | 10 | 528 | 8,250 | $30 | | | $ 15,840 | $ 247,500 | 247,500 | 247,500 | 247,500 |
| Clerks | 361 | 8,958 | 7 | 350 | 500 | 150 | 52,500 | 10 | 1,493 | 8,750 | $30 | | | $ 44,790 | $ 262,500 | 262,500 | 262,500 | 262,500 |
| Magistrates | 212 | 20,160 | 25 | 1250 | 600 | 180 | 225,000 | 10 | 3,360 | 37,500 | $30 | | | $ 100,800 | $ 1,125,000 | 1,125,000 | 1,125,000 | 1,125,000 |
| Prosecutors | 458 | 22,914 | 11 | 550 | 800 | 240 | 132,000 | 10 | 3,819 | 22,000 | $30 | | | $ 114,570 | $ 660,000 | 660,000 | 660,000 | 660,000 |
| **Sub Total** | 1,113 | 55,200 | 12 | 2,700 | 2,200 | 660 | 459,000 | | 9,200 | 76,500 | | | | $ 276,000 | $ 2,295,000 | 2,295,000 | 2,295,000 | 2,295,000 |
| **Law Enforcement Staff** | | | | | | | | | | | | | | | | | | |
| Law Enforcement | 5713 | 853,169 | 21 | 1050 | 20000 | 6000 | 6,300,000 | 5 | 71,097 | 525,000 | $25 | | | $ 1,777,435 | $ 13,125,000 | 13,125,000 | 13,125,000 | 13,125,000 |
| Law Enforcement Support | 294 | 14859 | 15 | 750 | 2000 | 600 | 450,000 | 5 | 1,238 | 37,500 | $20 | | | $ 24,765 | $ 750,000 | 750,000 | 750,000 | 750,000 |
| **Sub Total** | 6,007 | 868,028 | 21 | 1,800 | 22,000 | 6,600 | 6,750,000 | | 72,336 | 562,500 | | | | $ 1,802,200 | $ 13,875,000 | 13,875,000 | 13,875,000 | 13,875,000 |
| **Corrections Staff** | | | | | | | | | | | | | | | | | | |
| Probation | 26 | 3827 | 24 | 1200 | 2000 | 600 | 720,000 | 5 | 319 | 60,000 | $20 | | | $ 6,378 | $ 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| Prison Intake & Support | 18 | 535 | 7 | 350 | 200 | 60 | 21,000 | 5 | 45 | 1,750 | $20 | | | $ 892 | $ 35,000 | 35,000 | 35,000 | 35,000 |
| **Sub Total** | 44 | 4,362 | 17 | 1,550 | 2,200 | 660 | 741,000 | | 364 | 61,750 | | | | $ 7,270 | $ 1,235,000 | 1,235,000 | 1,235,000 | 1,235,000 |
| **Juvenile Justice Staff** | | | | | | | | | | | | | | | | | | |
| Court Counselors | 24 | 2720 | 7 | 350 | 100 | 30 | 10,500 | 5 | 227 | 875 | $20 | | | $ 4,533 | $ 17,500 | 17,500 | 17,500 | 17,500 |
| **Improved Efficiency & Automation Sub-total** | 7,188 | 930,310 | | | 26,500 | 7,950 | 7,960,500 | | 82,126 | 701,625 | | | | 2,090,004 | 17,422,500 | 17,422,500 | 17,422,500 | 17,422,500 |
| **Improved Safety - Cost Avoidance** | | | | | | Number of Potential Lives Saved Annually | | | Value of a Life | Total Value | | | | | | | | |
| Post Pilot - Save four lives with integration of offender information | | | | | | 4 | | | $ 1,125,000 | $ 4,500,000 | | | | $ 2,250,000 | $ 4,500,000 | 4,500,000 | 4,500,000 | 4,500,000 |
| **Total Improved Efficiency and Automation and Improved Safety** | | | | | | | | | | | | | | $ 4,340,004 | $ 21,922,500 | 21,922,500 | 21,922,500 | 21,922,500 |
| **Development Cost** | | | | | | | | | | | | | | | | | | |
| **ANNUAL** | | | | | | | | | | | | | | | | | | |
| Actual Development Costs | | | | | | | | | | | | $ 2,128,091 | $ 7,643,027 | $ 7,876,469 | | | | |
| Estimated Development Costs | | | | | | | | | | | | | | | $ 7,705,737 | 7,996,377 | 7,996,377 | 7,996,377 |
| **Total Costs** | | | | | | | | | | | | $ 2,128,091 | $ 7,643,027 | $ 7,876,469 | $ 7,705,737 | $ 7,996,377 | $ 8,016,377 | $ 8,016,377 |
| Estimated Implementation Savings | | | | | | | | | | | | | | $ 4,340,004 | $ 21,922,500 | 21,922,500 | 21,922,500 | 21,922,500 |
| **CUMULATIVE** | | | | | | | | | | | | | | | | | | |
| **Total Costs** | | | | | | | | | | | | $ 2,128,091 | $ 9,771,118 | $ 17,647,587 | $ 25,353,324 | $ 33,349,701 | $ 41,366,078 | $ 49,382,455 |
| **Estimated Implementation Savings** | | | | | | | | | | | | | | $ 4,340,004 | $ 26,262,504 | $ 48,185,004 | $ 70,107,504 | $ 92,030,004 |
| **Return** | | | | | | | | | | | | | | $ (13,307,583.25) | $ 909,179.75 | $ 14,835,302.75 | $ 28,741,425.75 | $ 42,647,548.75 |

| | |
|---|---|
| **Improved Efficiency and Automation** | Efficiency savings for law enforcement assumed 30% of the anticipated 22,000 LEO and LEO support personnel will be "high volume" users and will access an average of 21 offender or DMV records per week. Conservatively, if each inquiry saves a law enforcem |
| | Courts personnel have indicated that they are saving 33% of the resource time required to research information, approximately 10 minutes per investigation. Savings associated with actual courts usage in FY 2011-2012 are calculated to be $276,000. Assumi |
| **Improved Safety** | The cost of a human life is estimated at 1.125 million. Computation of Human Life value requires a detailed analysis of many factors. |
| | For simplicity if an individual is murdered at 35 and has 30 years of future income of which 75% is spent on his/her family then the value of the life would equal (30*(50,000*.75)) The value of a human life would equal 1,125,000 |

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**Return on Investment**

Return on investment is found as intangible benefits of improved efficiency, better informed decision making, and improved safety for law enforcement and the public. The ability to access integrated statewide information in a single web-based application allows the courts and law enforcement to save valuable time researching information and focus their efforts on more important public safety specific job responsibilities. These benefits do not provide monetary budget savings, but do permit criminal justice professionals to be more effective and efficient.

Intangible benefits for FY 2010-2011, based on actual usage of the application during the Wake County pilot and Phase I rollout, are approximately $4.3 million. Leveraging the average usage statistics for FY 2010–2011, estimated annual benefits of CJLEADS are approximately $22 million. These projected intangible benefits, based upon FY 2010–2011 current usage, include:

- CJLEADS will provide a more efficient method for offender searches providing a wider and more inclusive base of information through a single search process. Efficiency savings for law enforcement assumed 30% of the anticipated 22,000 LEO and LEO support personnel will be "high volume" users who will access an average of 21 offender or DMV records per week. Conservatively, if each inquiry saves a law enforcement officer five minutes of research time, the estimated saving are $13.875 million annually.

  This does not represent a reduction in workforce, but improved efficiency as well as improved information and decision making by law enforcement officers. For example, if a law enforcement officer can more quickly access and review information about individuals involved in a motor vehicle accident, he will be able to return to managing traffic flow, resolving the incident and resume normal patrol activities in a timely manner.

- Wake County Clerk of Court personnel indicated that they are saving 33% of the resource time required to research information, approximately 10 minutes per investigation. Savings associated with actual courts usage in FY 2011-2012 are calculated to be $276,000. Assuming 30% of authorized court personnel are "high volume" users, and will access an average of 16 offenders or DMV records per week, and each inquiry saves 10 minutes of research time, the estimated savings are $2.295 million annually. This efficiency should allow court personnel to complete research in less time, helping them better manage the ever-increasing court system case load resulting in better administration of justice and service for the State's citizens.

- Other CJLEADS users, including probation and parole officers, prison intake officers and juvenile court counselors, are estimated to save an average of five minutes for each offender or DMV record accessed. Assuming 30% of other users are "high volume" users and will access an average of 17 offenders or DMV records per week, the estimated annual savings are $1.253 million. This will allow probation and parole officers, prison intake officers, and juvenile court counselors to quickly access information about offenders under their supervision and to better focus their efforts on interaction and supervision activities.

- Similar to an appraisal of the value of life in court cases, based upon life span and earning potential, an average actuarial estimate of the value of a life saved is stated at $1.125 million. If the use of CJLEADS when fully deployed statewide saves four lives annually, the benefit to the State would be $4.5 million per year.

Comparing these intangible benefits to project costs, the return on investment analysis, based on just the largest North Carolina counties, CJLEADS yields a project break-even point of four years, or during the second full year of operations.

End Users provided feedback to project staff on other areas of costs savings associated with the use of CJLEADS:

- CJLEADS information helps reduce paperwork and the associated work-hour time required to process and serve failure to appear notices for offenders not making required court appearance because they are being held in custody elsewhere in the State.

  A Highpoint Police Department Police Information Technician stated that "CJLEADS has been beneficial in finding that Failure to Appear papers are being issued on subjects that are already in custody somewhere in the State. I have been able to return the Order for Arrest back to the clerk."

- CJLEADS information allows officers to find court dates for offenders and serve warrants or apprehend the offender in the court.

  The NC Department of Insurance (DOI) used information in CJLEADS to discover that a wanted fugitive had an upcoming court date in New Hanover County. By apprehending the fugitive when he appeared in court, NC DOI avoided several hours of surveillance by its investigators.

- CJLEADS information allows officers to identify individuals in the field, avoiding the need to take the individual to jail.

  A Raleigh Police Department Police Officer stated, "I can say for certain that plenty of average citizens have been saved a trip to jail thanks to the CJLEADS DMV information since I am finally able to view driver's license pictures of everyday people when I pull them over and they have forgotten their license. Just a few months ago it seemed like the only people who were saved a trip to jail were the people who had already been arrested since they were the only people with photo identification that I could access in CHIEFS."

- CJLEADS information enables inter-agency collaboration by providing statewide information.

  A Charlotte Mecklenburg Police Department Police Officer shared the following, "The other night I was out with several subjects on motorcycles hanging out on a back street. I ran the names through NCIC but also ran the names through CJLEADS and one of the names had a Felony warrant out of Gaston County for B/E but the warrant was not entered into NCIC. CJLEADS caught it, and we called Gaston county and sure enough the warrant was active and in hand."

- CJLEADS information enables better informed decisions by providing statewide information.

  Another Charlotte Mecklenburg Police Department Police Officer stated that, "I made a traffic stop and both subjects in the vehicle provided me with NC license and ID. Both subjects had addresses in Morganton NC. Only one of the subjects had been arrested in Mecklenburg County, but it was for something minor. Because of CJLEADS I was able to pull up their criminal histories in the counties where they had been arrested. Both subjects had numerous arrests for drugs, and one of the subjects had violent gun charges. With that information I decided to pat down the subjects and vehicle for

weapons.  During the pat down for weapons of the vehicle, a hairspray bottle was located that contained over 57 grams of crack cocaine.  Without CJLEADS I would have never known the criminal history of these two subjects."

Finally, a High Point Police Department Administrative Assistant to the Court recalled how a repeat violent offender who had been called in by the Violent Crimes Task Force and warned was subsequently arrested for robbery while on probation.  CJLEADS was accessed and the ADA commented how clear and concise the information was presented. The ADA added that she rarely has time during first court appearance to sort through the paperwork to find all the relevant information. She found the sex offender registry section very helpful and mentioned the actual sentence results with end dates, along with community corrections dates, particularly helpful. This offender was given a million dollar bond largely because the information was so clearly presented to the judge.

## Appendix F: CJLEADS – Functional Needs

| CJLEADS Functional Needs | | |
|---|---|---|
| **Currently Under Development** | | |
| | **Value Proposition** | **Challenges** |
| Report of Offenders with Warrants, Orders for Arrest and/or Criminal processes who are:<br>• Due in court date<br>• Active Sex Offenders<br>• Concealed Handgun Permit Holders<br>• Incarcerated | Leverages integrated information for improved warrant management | |
| DWI Offender Reporting and Aging | Leverages integrated information for improved DWI case management | |
| Advanced Search | Provides the ability to conduct more investigative searches | |
| User Controlled Offender Merge | Provides users the ability to merge clusters to view a composite view | |

| Priority Development | | |
|---|---|---|
| | **Value Proposition** | **Challenges** |
| Partial Vehicle Plate Number Search Capability | Improves investigations | Requires DMV system development |
| Integrate Federal Hot Files | Necessary for a composite view of offender | • Integration with State DCI system<br>• Requires updates to DCI to support web service capabilities<br>• Requires update to DCI authentication model to accept NCID |
| Integrate FRS (Facial Recognition Software) | Leverages DMV FRS system and build an | Identity management |

| | | |
|---|---|---|
| | interface with CJLEADS | requires DMV system development |
| Improved Watch list and Alerting | Creates task force watch lists capability<br>Provides sharing of watch list with peers | Infrastructure change to support access |
| Develop Photo Line-up capabilities | Assists with investigations | Storage, auditing and investigative business rules |

| Continued Process Improvement Development | | |
|---|---|---|
| | **Value Proposition** | **Challenges** |
| Integrate  Additional AOC Data<br>• E Citation Data<br>• Civil Processes<br>• NCAWARE – near real time<br>• Retainer Data | Improves offender information | AOC resources needed to develop extracts and business rules |
| Integrate Additional DMV Data<br>• Handicapped Placard<br>• Vehicle Towing Data<br>• Driver's License Revocation Data | Improves service to citizens | DMV resources needed to develop web services<br>DMV technical infrastructure needed to be modified to support partial plate searches |
| Integrate  Additional DOC Data<br>• Electronic Monitoring Bracelet Information<br>• Additional Prisoner Movement Information<br>• Integrate DCC gang related information<br>• Integrate DOC historical  images | Improves offender information | DOC resources need to develop extracts and business rules |
| Integrate  Juvenile Data<br>• Juvenile Court Records<br>• Juvenile Secure Custody Orders | Integrates of juvenile data | Juvenile security access definitions<br>AOC resources needed to develop extracts and business rules |

| Continued Process Improvement Development | | |
|---|---|---|
| | **Value Proposition** | **Challenges** |
| Integrate additional DOJ/SBI<br>• DNA Tracking Information<br>• Pawn Tracker Information<br>• Local RMS data collected | Improves offender information | DOJ resources needed to develop extracts and business rules |
| Integrate Employment Security Commission | Improves investigations | Develop security associated with non- criminal justice information<br><br>ESC resources required to support development of extracts and business rules |
| Integrate Federal Prison Information | Improves investigations and offender management | Identification of Federal entity and integration points |
| Integrate Federal Joint Automated Booking System(JABS) | Improves investigations and offender management | Identification of Federal entity and integration points |
| Integrate Death Certificates<br>• DHHS- Vital Records<br>• Social Security Administration Death Records | Improves investigations and offender management | DHHS records extracts and business rules<br>SSA records integration business rules |
| New Functionality<br>• GEO Mapping Offender Addresses<br>• Social Networking | Improves Investigations | Integrate SAS tools into CJLEADS |
| Analytical Reporting<br>• Sentencing Commission and Prison Populations | | Business Rule development |
| Medicaid Provider NC Background Reviews | Improves eligibility processing | Security and access agreements |
| AOC  Public Court Records View | Improves access to public court records | User access and scalability<br>New services agreement |